

Service design as a tool to optimize catering services: Case Gustav Paulig Ltd

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2015 Leppävaara

Laurea University of Applied Sciences
Leppävaara

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Case Gustav Paulig Ltd

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Degree Programme in Facility
Management
Bachelor's Thesis
January, 2015

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The purpose of this project based thesis is to clarify how service design can be used as a tool to optimize catering services in case company Gustav Paulig Ltd. The importance of catering services for companies is notable and should not be underrated. The quality and suitability of the provided catering service does not only have an influence on the opinions of case company's own employees; case company's customers also are possible end users of the service. Thus the opinions of the service experienced in the premises of the case company are easily linked to company's image. To gain better understanding of the topic, it was studied from three different perspectives: service user, service provider and organization. By means of these three perspectives, catering services provided in the case company can be developed to a high-performance service that exceeds the needs of the service user.

The theoretical framework provides useful information of case company's main product: coffee. Theory about coffee as an ingredient, the degree of roast, difference between single origin coffee and coffee blend, concept of taste pairs as well as coffee's valued status in Finland provide background to matters that can effect to the end-user experience. The theoretical framework is based on literature, various web-based sources and specialist interviews.

The project was carried out by using service design as a tool. As a result it can be said that the concept of service design applies well when optimizing catering services. Service design includes wide range of qualitative research methods. In the end the methods of group interviews, co-creation, sensory evaluation, service blueprint and contextual interviews were chosen for the purpose of this case. By using the concept of service design as a tool the starting point of the project was examined and the content of the new service developed.

Due the implementation of this project, the case company can now benefit from its optimized catering services provided by personnel restaurant Fazer Amica. The designed ordering form is based on the philosophy of proceeding coffee in front. New form contains ready designed taste pairs that provide optimal circumstances to present case company's products. The personnel restaurant commits to store up foods listed in the form; making their usage of time more efficient, preparation possibilities better and fulfilling their customers' needs easier. Recommendations and reliability of taste combinations make orderer's decision making easier and hence enables successful end-user experience.

A follow-up of the usage of the new ordering form was done after the implementation of the project. As a result of the low utilization rate, development ideas for the future were brought forth. A supportive form for lunch orders could be designed, new bulletin done and internal communication enhanced. Also the possibility of instructing the usage of the new form from case company's side should be taken into consideration.

Keywords, catering services, service design, end-user experience

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Service design as a tool to optimize catering services: Case Gustav Paulig Ltd

Vuosi 2015 Sivumäärä 50

Tämän projektipohjaisen opinnäytetyön tarkoitus on selventää, kuinka palvelumuotoilua voidaan käyttää työkaluna catering palvelujen optimoinnissa case-yritys Oy Gustav Paulig Ab:ssa. Catering palvelujen tärkeys yrityksille on merkittävä ja sitä ei tulisi vähätellä. Tarjotun catering palvelun laatu ja sopivuus eivät vaikuta ainoastaan case-yrityksen työntekijöiden mielipiteisiin; case-yrityksen asiakkaat ovat myös palvelun mahdollisia loppukäyttäjiä. Täten mielipiteet koetusta palvelusta case-yrityksen tiloissa yhdistetään helposti yrityksen imagoon. Jotta aiheesta saadaan parempi ymmärrys, tutkittiin sitä kolmesta eri näkökulmasta: palvelun käyttäjän, palvelun tuottajan ja organisaation. Näiden kolmen näkökulman avulla case-yrityksessä tarjottavat catering palvelut voidaan kehittää tehokkaaksi palveluksi, joka ylittää palvelun käyttäjän odotukset.

Teoreettinen viitekehys tarjoaa tarpeellista tietoa case-yrityksen tärkeimmästä tuotteesta: kahvista. Teoria kahvista raaka-aineena, paahtoasteesta, alkuperämaakahvin ja kahvisekoituksen eroavaisuudesta, makuparikonseptista ja kahvin arvostetusta asemasta Suomessa tarjoavat taustaa tekijöille, jotka voivat vaikuttaa loppukäyttäjän kokemukseen. Teoreettinen viitekehys perustuu kirjallisuuteen, useisiin internet lähteisiin ja asiantuntijahaastatteluihin.

Projekti toteutettiin käyttämällä palvelumuotoilua työvälineenä. Tuloksena voidaan sanoa, että palvelumuotoilukonsepti soveltuu hyvin catering palvelujen optimointiin. Palvelumuotoilu sisältää laajan valikoiman laadullisia tutkimusmenetelmiä. Tähän tapaukseen valittiin metodeiksi lopulta ryhmähaastattelut, yhteiskehittely, aistinvarainen arviointi, service blueprint sekä kontekstuaaliset haastattelut.

Projektin toteuttamisen seurauksena case-yritys voi nyt hyötyä optimoidusta henkilöstöravintola Fazer Amican tarjoamasta catering palvelusta. Suunniteltu tilauslomake pohjautuu kahvi edellä - periaatteeseen. Uusi lomake sisältää valmiiksi mietittyjä makupareja, jotka luovat optimaaliset olosuhteet esitellä case-yrityksen tuotteita. Henkilöstöravintola sitoutuu varastoimaan lomakkeeseen sisältyvät ruoat; tämä tehostaa heidän ajankäyttöään, parantaa ennakkoimisvalmiutta ja helpottaa asiakkaan odotusten täyttämistä. Suositukset ja makuyhdistelmien luotettavuus helpottaa tilaajan päätöksentekoa ja niin ollen mahdollistaa onnistuneen loppukäyttäjäkokemuksen.

Projektin toteutuksen jälkeen toteutettiin uuden tilauslomakkeen seuranta. Matalan käyttöasteen seurauksena, syntyi kehitysideoita tulevaisuuden varalle. Tukea antava lomake lounastilauksille voitaisiin suunnitella, tehdä uusi tiedonanto ja sisäistä viestintää tehostaa. Voitaisiin myös harkita mahdollista case-yrityksen puolelta annettavaa ohjeistusta lomakkeen käytön vaatimisesta.

Keywords, catering palvelut, palvelumuotoilu, loppukäyttäjäkokemus

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1 Introduction

The purpose of this paper is to offer a viewpoint to the reader of how the concept of service design can be profit from when it comes to ordering as well as providing catering services. With the help of case company Gustav Paulig Ltd and an interesting case offered by them, several service design methods and tools can be adapted for the purpose. The aim of this paper is to answer to a question of how to develop and optimize catering services by using service design from perspectives of service user, service provider and organization.

There are three main research objectives that are meant to be achieved during this project. Firstly a successful end-user experience needs to be generated. This means that ordering and receiving catering services have to meet service user's needs and desires efficiently and fluently. Secondly this project should result in optimizing the production and delivery of catering services from service provider's perspective. Consequently the service provider can increase the performance in usage of time and produce customer-oriented services. The third objective is to gain positive image and visibility for the organization by including case company's coffee products and resell tea brand.

The importance of catering services to be executed successfully cannot be highlighted enough. Especially in Finland, where the coffee consumption per capita is the highest in the world, coffee has an essential part of catering services. As background for the research, case company introduction as well as information about coffee as an ingredient is provided for the reader. Certain things such as degree of roast or if the product is a coffee blend or single origin coffee are attributes that can have an effect to end-user experience and to formation of user's opinions.

Since the function of this paper is to understand the meaning and purpose of the research topic, qualitative research methods are been applied in the project. Altogether five research methods are used: group interviews, co-creation, sensory evaluation, service blueprint and contextual interviews. The combination of methods supports the research process from beginning to the end and provides noteworthy outcomes and development ideas.

2 Case company Gustav Paulig Ltd

Founded in 1876, Gustav Paulig Ltd has become the biggest coffee roastery in Finland. Gustav Paulig Ltd is one of the four business divisions of the family owned Paulig Group. The other three divisions in addition to the coffee division are: World Foods & Flavouring, Snack Food and Industrial Flavouring. Together the all four divisions form a strong range of quality brands, net sales of 850 million euros in a year 2013 and employ around 2000 employees in 15 different countries. (Paulig Group, 2012a)

The company has changed to its current form through history. When the founder Gustav Paulig opened his first store in Helsinki, Finland, the product range consisted of products such as coffee, cognac, port, spices and flour. The world of coffee has developed since the years when coffee was bought as a green coffee and roasted at home. The fact that on the first year of business only 2100kg of coffee was roasted and 700 000kg of green coffee was sold, reflects the situation of that time. The sales fluctuated during war times and decrease of sales was at times replaced with selling coffee substitutes. Another turning point for the company was in a year 1931, when the company started to sell packed ready-ground coffee. Also as a first company in Europe, a preservation date stamp was added to packages. (Miettinen, 2001.; Sipilä 2007, 58 & 61)

In this day and age company's branches of business are production of coffee as well as sale of coffee and chocolate beverages, concentrating on retail, office as well as hotel, restaurant and catering sectors. On a world-wide level, Paulig Group buys 0,7% of all green coffee in the world. With this amount the company roasts around 2/3 of all the coffee drunk in Finland. In year 2013 the coffee division was the employer for 514 employees and made net sales of 323 million euros. Nowadays Gustav Paulig Ltd has two modern roasteries; in 2009 the company opened the new roastery in Vuosaari, Finland and in 2011 another roastery in Tver, Russia. Together these two roasteries can produce around 50 million kilos of coffee in a year. The biggest markets for the company are the Nordic and Baltic countries as well as Russia and its neighboring regions. (Gustav Paulig Ltd, 2012a.; Paulig Ltd 2014, 5 & 9)

3 End-user experience

The purpose of this chapter is to bring out possible attributes that may have an effect to the fact how the end-user experiences the provided catering service. On account of coffee's high status in Finland, it is necessary to familiarize coffee as an ingredient in general. Coffee has an important role in catering services and it can even be said that it has the power to make the service excellent or vice versa. Things such as the degree of roast or the fact if the coffee is single origin coffee or coffee blend as well as the concept of taste pairs can influence on the opinions of how the coffee is experienced by the end-users. The information about coffee consumption in Finland offers relevant information that for its part explains the high status what coffee currently has among Finns.

It is commonly known that if the experienced catering service is not fulfilling the needs and desires of the end-user, the offered coffee is easily judged first. By understanding the attributes of coffee that effect to the end-user experience, it is possible to create positive experiences for the end-user. According to Lockwood (Lockwood 2009, 251-252) successful end-user experience results in customer loyalty. Even though the products offered to end-users need to fulfill their expectations, the received image of the brand and the experienced service will increase the level of customer loyalty. In this case when case company's products are a part

of the provided catering service, due successful end-user experience the end-user will create an emotional connection to case company's products and brands.

3.1 Coffee as an ingredient

Coffee is nowadays one of the most important goods and a vast business. Behind the ingredient can be found several of stories about how coffee was originally found. Without going to details of these stories, the only fact what can be said for sure is that the origin of coffee is in Ethiopia. As matter of fact it is not even known in detail how and when coffee was found. The first solid proofs of the encounter of coffee and human are not older than 500 years. (Moldvaer 2014, 10-11.; Nieminen & Puustinen 2014, 28 & 50-51)

There are a great amount of different varieties of coffee trees. So far 60 cultivars are identified but the classification of them is already rather difficult. All of them taste and even look totally different. When speaking about coffee it is relevant to understand that then it is often pointed to financially profitable cultivars. These most financially profitable cultivars can be divided into two; Arabica (*Coffea arabica*) forms approximately 65% and Robusta (*Coffea canephora*) approximately 35% of the world-wide production of coffee. (Moldvaer 2014, 12-13.; Wendelboe 2010, 21-22)

In year 2008 coffee were produced almost 8 million tons world-wide and simultaneously employing 10 million plantation workers. Even though the production and consumption of coffee are significant, not much is known about the process of how the coffee beans end up in the coffee cup of the end-user. What is needed to know about the different coffee trees is that all of them bear fruit, also called cherries. Inside of each coffee cherry are usually two beans. The drink known as coffee is produced from these coffee beans. (Wendelboe 2010, 21)

Coffee trees grow between the Tropic of Cancer and the Tropic of Capricorn. Both Arabica and Robusta have slightly differing needs when it comes to the ideal living conditions. Arabica grows between 1000 and 2200 meters above sea level. In the wild the tree would grow 4-6 meters tall, but due practical reasons of harvesting it is often cut shorter. It is also essential that there is enough variation between night and day time temperatures as well as between rainy and dry season. Yearly rainfall needs to be 1500-2000 milliliters and average temperature 15-24 degrees. (Moldvaer 2014, 19.; Nieminen & Puustinen 2014, 97-98)

When comparing to Arabica, Robusta has different requirements for living conditions. It flourishes in more warmer and humid areas, with less variation between seasons. The average temperature should be 22-26 degrees and the yearly rainfall over 2000 milliliters. Consequently Robusta tree blossoms more often than Arabica tree and likewise produces a bit more cherries. The growing season of Arabica is longer and this is why it has wider taste range with more nuances. Robusta instead has less variation in the taste range and it is often described to have earthy and woody features in the taste. (Nieminen & Puustinen 2014, 97-98)

Depending on the cultivar it takes around 9 months for the flower to turn to ripe cherry. The color of the ripe cherry varies from yellow to red. Only ripe cherries should be picked, while overripe and underripe cherries react in an unwanted way in the handling process. Depending on the location of the trees, the cherries are picked by hand or by machine. After picking up the cherries, the coffee beans need to be separated from pulp and dried. The oldest technique is dry process, a bit more expensive and more equipment needed technique is called pulping process and honey process is the combination of the previous ones. There are a countless amount of techniques and variations how to separate bean from pulp. (Moldvaer 2014, 18.; Wendelboe 2010, 34-45)

After the bean is separated from the pulp, it goes through a dry refiner. This removes the last possible impurities and pieces of mucilage. Then the beans are sorted according to the size and shape of the bean. And finally the beans can be stored. The quality of beans may deteriorate already after half a year in storage. This is why it would be ideal to transport the beans as soon as possible to the buyers. It is often the buyer who is responsible of roasting and grinding the beans in the wanted way, before the coffee will be purchased by the end-user. (Nieminen & Puustinen 2014, 128-132)

3.2 Degree of roast

Coffee is often purchased from the producer country as green coffee. Since green coffee itself does not smell or taste much, it needs go through a chemical process called roasting. The wanted degree of roast can be reached with the correct time and temperature. Visible changes can be seen in the coffee beans during the roasting process; the bean changes color from green to brown, the size of the bean gets bigger by one third of the original size and the bean turns slightly shiny while the oil of the coffee surfaces. Other changes to what roasting results in are that the aroma and scent develops, the density turns porous and the bean loses some of its weight while the last consented moisture disappears from the bean. (Banks & McFadden 2000, 100-101.; Wendelboe 2010, 55-56)

The coffee beans are roasted in roasting drum with hot air. The air stream makes the beans circulate in the air, at which time the beans reach the inside temperature of 200-230°C degrees and roast evenly. Commonly the time needed is from 5 to 8 minutes. The less time the beans spend in the roasting drum the lighter the degree of roast will be and vice versa. When the wanted degree of roast is achieved, the roasting process is stopped by streaming cold water on the beans. This causes the inside temperature of the roasted beans to decrease. The actual cooling of the beans is done with cool air which also prevents that any kind of unwanted cooking would happen. (Kahvi.net, 2012)



Illustration1: Green coffee and five different degrees of roast as well as the measure symbol of roast level used by the case company (Oy Gustav Paulig Ab b No date).

Illustration1 shows case company's roast scale from 1 to 5; 1 being the lightest degree of roast and 5 being the darkest degree of roast. On the left side are shown the five different degrees of roast as well as green coffee.

When coffee is roasted with a lighter degree of roast, the taste will be a bit sharper and acidity if compared to darker degree of roast. On the other hand coffee with darker degree of roast has more bitterness, a softer taste and more aromas. That is why coffee with darker degree of roast is also gentler to the stomach of the drinker. Each coffee bean possesses 2000 diverse chemical substances. During the roasting process the acidity, flavour, body, balance and aftertaste. By choosing the most suitable degree of roast, the best end result can be achieved for the taste of the coffee. (Utrio & Linnilä 2010, 57)

3.3 Difference between single origin coffees and coffee blends

In order to understand why a certain cup of coffee tastes the way it does, it is relevant to understand the difference between single origin coffee and coffee blend. Single origin coffee, like the name might already insinuate, is coffee that comes from a single country. So all the beans used in that cup of coffee come from a single place. This place can be defined to be a country, one specific farm or group of farms. However that cup of coffee might contain different coffee cultivars. Single origin coffees are often named according to the country of origin. (Beattie, 2012.; Moldvaer 2014, 30-31)

Each of the single origin coffees has their own characteristic taste. The reason behind the characteristic taste is the growing environment; soil, growing conditions and climate have an influence to the taste of the coffee. When wanted to highlight the characteristic taste of some single place, the differences between harvesting seasons need to be taken into account. Each season have its own taste and consequently some specific single origin coffee will not always taste the same. (Nieminen & Puustinen 2014, 184)

Coffee blends on the other hand are coffees where content consist from a blend of coffees from different countries, farmers and regions. From the consumers' point of view one of the

most important reasons why coffees are blended is that the taste of the products would always be the same. This is why the coffee cultivars used may continually vary. For instance in Finland most of the coffees bought are coffee blends that are consisted from 8-12 sorts of different coffees. The taste of these coffee blend products is more easily recognizable than single origin products'. (Nieminen & Puustinen 2014, 183.; Wendelboe 2010, 65)

For roasteries the production of coffee blends might be many times a relief. It is challenging for roasteries to purchase larger quantities of coffee that are quality wise identical. This is why they can respond to these challenges by making those aforementioned changes in the recipes. Generally speaking the roasteries do not often publish the recipes of their coffee blends. There are also notable differences in the prices of different cultivars of green coffee. Coffee blends enable the usage and combination of these coffees from distinct price ranges. (Nieminen & Puustinen 2014, 183-184)

The idea behind blending coffees is to get a better result by combining coffees than what it would be if they would stand alone. Often the coffees used in blends complement each other's. No desirable outcome can be expected by combining similar kind of coffees. When it comes to preparing and roasting coffee blends, it can be done in two different ways. The first way is to roast the entire blend together. Or then roast different coffees separately before blending them. The method chosen depends on the taste preference of the roaster. (Banks & McFadden 2000, 104.; Wendelboe 2010, 65)

3.4 Coffee consumption in Finland

Finns drink coffee no matter if they are at home or at work. The day starts with a cup of coffee and during the day coffee makes pauses in the lives of Finns. According to Suomalainen (Suomalainen 2014. Personal Communication) the purpose of drinking coffee is not necessarily just the actual drink. Coffee offers permissible breaks, it offers stimulation when needed, makes concentration easier and offers you a moment of relaxation. There are as many reasons to drink coffee as there are users. But the status of coffee has been and still is social. It is offered to guests as a gesture of hospitality. And due the fact that coffee originally came to Finland as an upper class trend, coffee was especially in the past seen to elevate the drinkers' social status. (Nieminen & Puustinen 2014, 18-21)

Coffee is an essential element in the lifestyles of Finns. The consumption per capita is the highest in the world and the consumer price is one of the lowest in Europe. In a year 2012 the consumption of coffee in Finland was per capita 10,1kg of roasted coffee. This equals around 12,7kg of green coffee. Hence when the content of one cup of coffee is 1,25dl, each Finn drinks daily 4-5 cups of coffee. During the entire 21st century there have not been any significant changes in the consumption amounts in Finland. (Kahvi.net, 2012.; Nieminen & Puustinen 2014, 16-17)

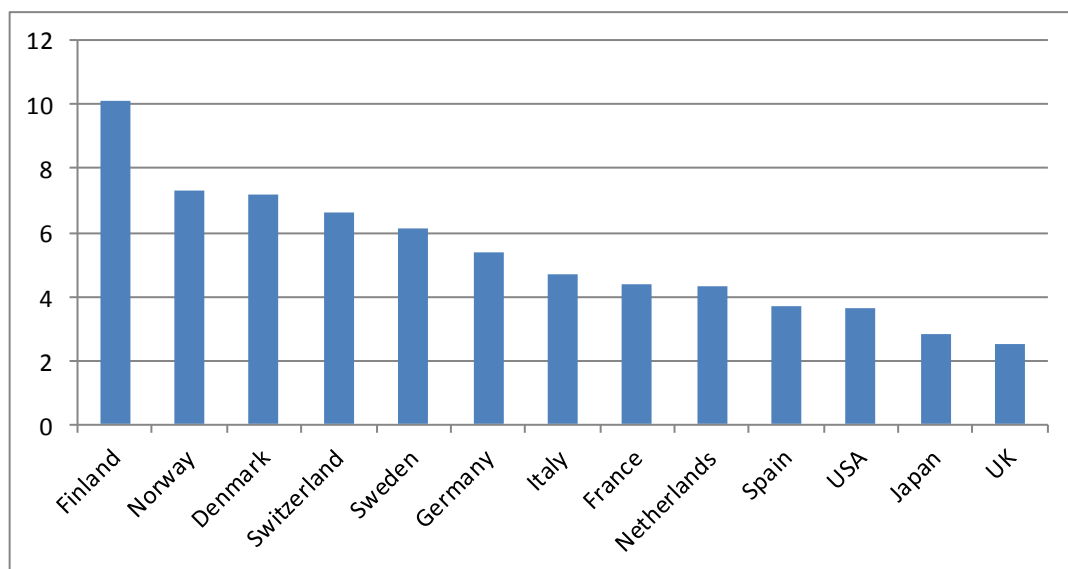


Figure1: The consumption of roasted coffee (kg) per capita, in a year 2012.

Figure1 illustrates how much coffee is consumed in Finland in comparison to other countries.

It is commonly said that the coffee consumers in Finland value traditions when it comes to drinking coffee. While coffee drinking habits change slowly, so does any changes in the consumption. This can also be seen in the market situation; big coffee roasteries hold the market shares, Paulig Ltd possesses 2/3 of the market share, followed by Meira Ltd with 1/5 of the market share. The only exception is the last 1/5 of the markets that belongs to import products and small roasteries, while there has been slight increase in the import of coffee in the past few years. As for the brands, no significant changes have happened during the past ten years. Case company's brand Juhla Mokka had the market share of 40% in a year 2013 and Presidentti the market share of 11%. (Nieminen & Puustinen 2014, 28 & 29-30)

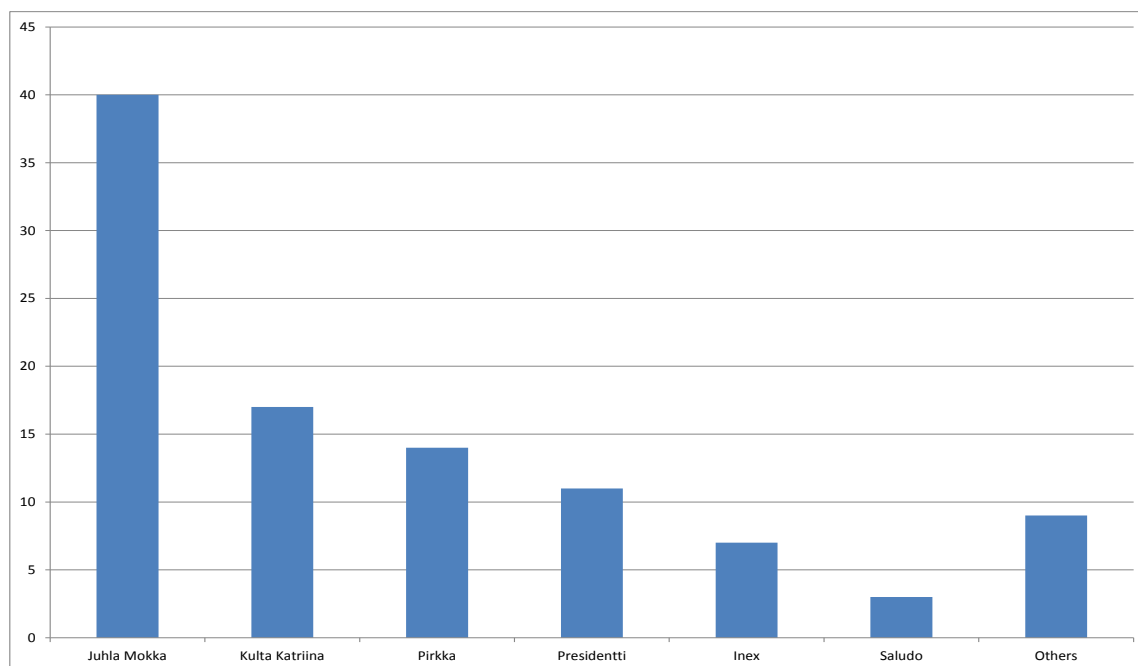


Figure2: The market shares of different brands (%) in Finland, in a year 2013.

Figure2 illustrates the year 2013 market shares of the biggest brands in Finland measured in percents. Juhla Mokka and Presidentti are brands of the case company, Kultra Katriina and Saludo are brands of Meira Ltd and Pirkka and Inex are brands of chain stores.

One feature in the coffee consumption of Finns is that they favor filter coffee with lighter degree of roast. The clean groundwater of Finland most likely is one factor that has impacted to this preference. Because 98% of coffee is water, possible flavors in the water can have an influence to the taste of coffee. The probability of tasting unwanted flavors of the water in the coffee is more likely in when using light degree of roast than darker degree of roast. All in all it can be said that Finland's clean groundwater enables to make quality coffee using light-er degree of roast. In 2011 94% of all coffee drunk was light roast coffee. Nevertheless the consumption of filter coffees with darker degree of roast increases slowly, as in does the product range of dark roast filter coffees. (Kahvi.net, 2012)

It is typical in Finland that coffee is drunk with dairy products. According to Suomalainen (Suomalainen 2014. Personal Communication) altogether 58% of the consumers drink their coffee with milk and 9% with cream. Sugar is used by 21% and artificial sweetener by 7% of the consumers. 31% of the consumers say that they do not add anything to their coffee and drink it as a black coffee. Everything what is added to coffee will effect to the original taste. When coffee is drunk black, it allows the drinker to discover all the subtle flavours and the differences between different beans and degrees of roasts.

3.5 Taste pairs

Combining well-matched drinkable and eatable products is not a new invention. The concept of taste pairs is familiar to many from places such as restaurants where sommeliers recommend complementing wines for the portions or the other way around. The history of combining coffee to eatables is not as long when comparing to the history of wine. The fact that coffee has as much as 1000 different aroma substances, a half more than wine does, makes coffee a diverse and interesting product. ((Hytönen 2014. Personal Communications.)

According to Hytönen (Hytönen 2014. Personal Communications.) the idea behind taste pairs is to highlight both coffee and food. When combining coffee with different kinds of foods, the taste of coffee differs since the food influences to the experienced taste. It is not desirable that either one flattens the taste of the other half of the taste pair. With suitable taste pairs both coffee and food highlights the taste of the other, accomplishing a perfect entity.

The case company has designed a taste pair service at their web pages, which is at the moment available only in Finnish. According to Touri (Touri 2014. Personal Communication.), in the case company the teams of taste specialist start to consider new suitable taste pairs already when designing a new coffee product. Touri tells that most of the taste pairs available in the current service, were born as a team accomplishment of eight to ten people. The most common way to find suitable matches for their coffees was to have four coffees and four foods on display. Then all coffees need to be tried with all of the foods. Thus it can be perceived how different coffees function with certain kind of flavours and vice versa. Sometimes matching taste pairs were found straight away or ideas were gained to what type of taste pairs could be tried next.

4 Service design and methodology

The purpose of this chapter is to introduce the concept of service design as well as the methodology used in the project. While the aim is to understand the meaning and purpose of the research topic, it makes this thesis a qualitative research. The chosen research methods are used to gain a better understanding and provide information about the research topic when there is not a lot of data available to start with.

According to Moritz (Moritz 2005, 7) service design is a concept of endless amount of definitions. Some of these definitions share some similarities or at least support each other's, but in some cases the definitions vary substantially. Often the problem with the definitions is that they encompass so all-round and multilevel area, that it might change a useful tool into a disruptive one. Ergo it can be said that service design consists of wide range of tools and methods from different disciplines; it combines everything from service development and design to service management and marketing.

Moritz (Moritz 2005, 7) also says that service design “helps to innovate (create new) or improve (existing) services to make them more useful, usable, desirable for clients and efficient as well as effective for organisations”. This is one applicable definition to service design and it shares the purpose of all service design methodologies. Shortly said the aim of service design is to find out customers’ needs and create from customers’ point of view a user-friendly and desirable service that fulfills those needs. Simultaneously from the supplier’s point of view the service should be distinctive and effective as well as meet the transactional objectives of the supplier. That is why a service designer needs to talk to everyone who is either part of the service or will have an impact to the fact how the customer will undergo the service.

When comparing intangible services to tangible products, the design process differs. Often the process for tangible products is linear and it follows the same pattern. For intangible services the design process is non-linear and more unpredictable. Certain framework can be outlined around the service design process but it is important to discern that the process is often iterative; sometimes the wanted end-result is not achieved as first planned and the design process might be moving back and forth. One example of the framework of the service design process is the double diamond model. This framework consists of four iterative steps: discover, define, design and develop. In the first quarter of the double diamond the purpose is to discover a precursory idea or inspiration, explore the current situation and customer. In the next quarter the purpose is to define the problem in detail while solutions cannot be developed before the actual problem is clear. The third quarter is the phase of developing wherein the purpose is to develop solutions and test them inside the company. Lastly the last quarter of the double diamond model is the delivery phase. In this phase the service is finalized and the final testing is done and approval for launching it is received. (Design Council, 2005)

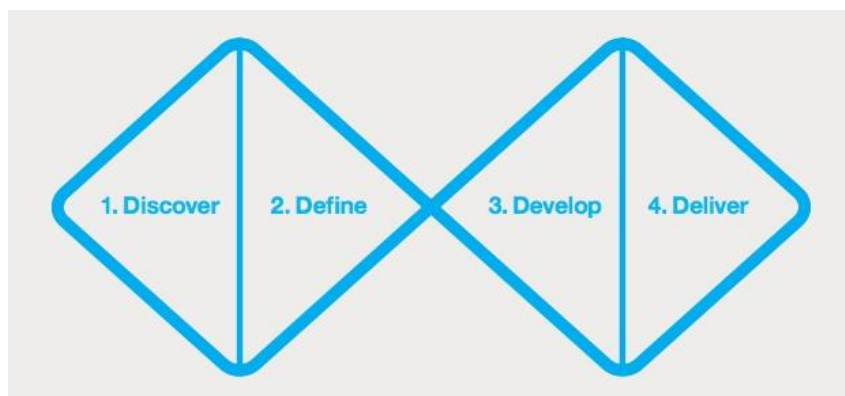


Illustration2: Double diamond (Tool Hub, 2013)

Illustration2 describes the double diamond model and its four phases.

When talking about service design it is necessary to understand that services are experiences and therefore foreseeing of all the aspects and point of views of it might be impossible. There

are several service design methods and tools available, but when taking into account the possible unpredictability of services, sometimes these methods and tools need to be shaped to be fitted for the purpose of the service design. An ideal situation would be that mistakes would not be avoided; already during the early phases of the process many mistakes should be done and based on those mistakes the service can be developed. All the designed services should also be experienced in the shoes of the customer and in real circumstances. Furthermore it is crucial that the service designer is able to see the big picture and combine all the details into a successful customer journey. (Dubberly, 2010.; Moritz 2005, 18)

4.1 Co-creation

Co-creation is a common service design tool and in addition a fundamental part and base of other service design tools and methods. The idea behind co-creation is collaboration that involves several persons or parties, who want to develop a product or a service and share a common goal. These persons can be anyone from the company, business partners or possible customers. Often the initiator of the co-creation process has a certain level of ownership in the process. This level determines if other persons can freely participate to the co-creation process or if the persons are invited to participate by the initiator or some other decider. (Benson, 2013)

In order of co-creation being successful there are five factors that are advisable to take into account. Firstly the initiative needs to inspire people to participate to the co-creation process; by clarifying why the participation and help of these people are needed in the co-creation process or what will be done with their contribution may increase the level of interest towards the process. During the co-creation process it is crucial that the atmosphere is favorable for the purpose of the wanted end result can be achieved. This means that all participants need to feel equals, the discussion is open and credit will be given to the participants. The second factor is the importance of noticing and picking up the best people to participate to the co-creation process, but also do the same to the developed ideas and finding the best one. (Pater, 2009)

The third factor is to ensure the correct interaction between the participants takes place and that common ground in the aims of co-creation process can be found. By enabling the participants who share the same wave-length create and work together, useful results can be accomplished. The next factor is how to share results. For the participants and their engagement to the process it is important that they will gain something in return; already by giving recognition for positive results or informing how the entire process is moving ahead, the participants will more likely commit to the current process as well as to the ones that will take place in the future. Lastly the fifth factor is a natural continuum to the previous factors: the follow-on of the co-creation process. The results from co-creation processes are not usually

ready to be used. Often good ideas are gained but they still need to be developed further on. Therefore the participants of the co-creation process value when frequent information and feedback would be given still after their part in the co-creation process. (Pater, 2009)

Even though co-creation stands for developing things together, it does not necessarily mean that the process related decisions will be done together. With the help of co-creation a wide range of options and possibilities can be explored from several perspectives. In the end it is up to the initiator which ideas will be developed further on. By involving participants outside of the company, there is a good opportunity for the company to give a positive open-minded image as well as to engage consumers to their company by creating the feeling of a shared ownership due the co-creation process. (Stickdorn & Schneider 2010, 198-199)

4.2 Contextual interviews

Contextual interview is a practical combination of interviewing and observing. The idea behind this method is that it takes place in the actual place where the developed service or product is been used and consumed. This means that the method in question is an ethnographic research strategy; the objective is to describe and understand the behaviour of the people in the target group in their own environment. With the help of contextual interviews a clearer picture can be gained about the opinions and interpretations of the surrounding environment as well as the way they act. (Stickdorn & Schneider 2010, 162-163)

The method of contextual interviews is put to practice by first choosing the people to the target group. The size of the target groups may vary according to the research topic as well as the timetable and resources. The size of the group does not necessarily have to be as big as possible; rather the point is to get a good cross-section of the service users. After choosing the people of the target group it is important to give them a clear picture about what the research question is. By understanding why the interview takes place and what is wanted from the target group, it is easier for them to offer relevant information for the interviewer. (Stickdorn & Schneider 2010, 162-163)

During contextual interview the desires and needs of the service user should be detected. When knowing what the service user needs and wants in order of being able to use the service in a wanted way, the service can be design to be as user-friendly and useful as possible. Like aforesaid the service user want to be observed in the environment where the service is been used. In the interview situation it is essential that as little distraction as possible will be caused. This is why photographing, audio recording and filming can be used as a tool, while they cause little distraction but may offer relevant information later on. (usability.gov, 2015)

Two reasons why contextual interviews are commonly seen as an advantageous service design method can be listed. Firstly the contextual interviews take place in the interviewee's own

environment and therefore the interview situation is less formal. Due to the natural atmosphere during the interview situation, the results gained are often more realistic. Secondly the interviewer will gain a holistic picture of the environment where the service takes place. This would not be gained if the interview would be carried out elsewhere or in another form such as telephone or online interview. As a summary it can be said that even if contextual interviews might be slightly time-consuming for the interviewer, a lot of useful qualitative data can be gained with this service design method. (Stickdorn & Schneider 2010, 162-163)

4.3 Group interviews

One of the most well-known service design methods and qualitative research methods is group interviews. As a starting point the people participating to the group interview are the interviewer and the focus group who will be interviewed. There are three kinds of group interviews from which the most suitable one can be chosen from: structured, semi-structured and unstructured. Structured group interview follows a more formal procedure where the interview is executed by using a questionnaire as a base, whereas an unstructured group interview is executed as an informal discussion which progression is not planned in advanced. In semi-structured group interview certain key questions, which are relevant from the perspective of defining the research topic, are used as a base of the interview process. (Ho, 2006)

The idea behind this method is to learn more about the customer, their motivations and experiences. The fact that all the people who are being interviewed are in the same space at the same time; the chosen focus group that is being interviewed can hear and comment each other's answers and thus more discussion of the research topic can be created. In ideal situation the interviewer's part is more to guide the discussion of the group than asking a lot of questions. On the other hand in situations where the chemistry between the interviewed people is uneasy, the benefits of group interview will probably not be gained. (Ostwalder, Pigneur, Bernarda & Smith 2014, 110-113)

There are several things that need to be kept in mind while interviewing people. To start with it is necessary as an interviewer to have an open mind. This prevents possible incorrect interpretation to happen. Also during the interview the interviewer should lead and guide the discussion, but the aim is to learn more about the persons who are being interviewed. Therefore it is crucial to concentrate more to listening than talking. By forming the questions in a way that provoke the interviewed persons to tell more instead of simple yes or no answers, more valuable information can be gained. Lastly it is important that the interviewer do not try to manipulate the interviewee's answers so that they would sound more suitable or support the opinions of the interviewer's; the purpose of group interview as a research method is not to pitch them ready-made solutions, but rather to collect valuable information. (Ostwalder, Pigneur, Bernarda & Smith 2014, 110-113)

4.4 Service blueprint

Service blueprint is service design method that strives for service innovation and development of the service. The idea behind this method is that a certain service, entity or occasion can be described in a form of simple linear process. Service blueprint is actualized as a graphical form that combines at the same time several actors, occasions and interactions between these two. Service blueprint consists of five basic elements: user actions, physical evidence, visible contact employee actions, invisible contact employee actions, and needed support systems. (Stickdorn & Schneider 2010, 204-207)

When familiarizing oneself more closely to the five aforementioned elements it is logical to begin from the user actions. The actions of the user are listed as a chronological line in the top part of the service blueprint. Often user actions are filled in the blueprint first and then followed by the other four supportive elements. In the service blueprint below user actions is placed the visible contact employee actions. These actions are face-to-face actions between the user and the service provider. These two elements, user actions and visible contact employee actions, are separated from each other's with the line of interaction. (Bitner, Ostrom & Morgan, 2007)

Next component in the blueprint is the invisible contact employee actions which are placed below visible contact employee actions. These are actions of the service provider what the customer cannot see face-to-face. Therefore visible and invisible contact employee actions are separated from each other's with the line of visibility. The next element of support systems is placed below invisible contact employee actions. Support systems are supportive actions performed by persons other than contact employees. The line of internal interaction separates support systems from contact employee actions. The last element out of the five is physical evidence and it is placed above user actions. Physical evidence is tangible things with what the user is in contact with during the service experience. (Bitner, Ostrom & Morgan, 2007)

The method of service blueprint is often executed as collaboration between people who act in the organization of the service provider. Service rarely is a result of the contribution of just one single person; contrariwise there are several people who will influence to the delivered service. This helps everyone who is part of the provided service to detail all the needed matters and perspectives, in order of the provided service can be successfully delivered. Service blueprint can be used as a tool in both small service processes as well as in strategic service entities. (Stickdorn & Schneider 2010, 204-207)

The benefit of this service design method is that it creates an overall view of how the service is experienced and delivered. It does not concentrate solely on customer actions but it also reveals both visible and invisible support processes that enable the functionality of the ser-

vice. With the help of service blueprint different phases and touchpoints of the service process can be seized and analyzed further on. Thus more innovative services can be developed. (Stickdorn & Schneider 2010, 204-207)

4.5 Sensory evaluation

There are several perceptible features, such as flavor, aroma and appearance, that guide the end-users' choices and preferences of food industry products. Therefore sensory evaluation is nowadays a significant part of food industry's quality control, market research and product development. Food industry's sensory evaluation is commonly divided into two differing research methods. In a more traditional research of sensory evaluation a trained group of people evaluate the chosen product using settled vocabulary and scaling. Whereas the other research method the people participating are consumers who evaluate preferences and acceptability the chosen product. (Tuorila, Parkkinen & Tolonen 2008, 15-16)

In sensory evaluation of food products all senses are in use. Taste, smell, touch, sight and hearing are the five basic senses. Each sense's area of operation forms a modality and all of them have an effect on each other's. According to case company's Senior Taste Specialist Touri (Touri 2014. Personal communication.), when coffee is evaluated, attention needs to be paid on several features. These are features such as: color, size of the beans, moisture, appearance, aroma, flavor and sensation. Already before green coffee is bought, small sample portions are roasted, grinded, prepared and tasted. The same is done when the cargo arrives. Samples are taken along the process for instance from roasting, grinding and packing machines. In the quality control of raw material, the evaluation is done from coffee with light degree of roast even though the final product's degree of roast would be darker. That is why the mistakes can be noticed easier from lighter degree of roast. (Tuorila & Appelbye 2005, 19-20)

When tasting coffee, one common tool used in the evaluation vocabulary is the 'coffee wheel'. The first coffee wheel, found in Appendix1, contains distinct aroma and flavor tasting attributes that are found in coffee. Both the aroma and the flavor are divided into primary groups, which are onwards divided into aroma and taste options. Aroma, which is sensed in the nasal passage, is one of the most important evaluation criteria while evaluating a cup of coffee. It needs to be fit for the product and for taste specialists it tells a lot of the quality of the coffee. The same importance applies for appearance of the product. (Caspersen, 2012.; Touri 2014. Personal communication.)

Touri (Touri 2014. Personal communication.) explains that it is also crucial that the temperature of the coffee is suitable for the tasting. If not it will effect to the evaluation of the product in negative way and reduce perceptible features of the coffee. When tasting the coffee, the flavors are sensed through the tastebuds of the tongue. Previously it was believed

that different parts of the tongue were specialized in tasting sweet, bitter, salty and sour. Some parts of the tongue might be more sensitive to some flavors but while tasting all of the taste receptors are stimulated simultaneously and hence working together.

The other coffee wheel, found in Appendix 2, illustrates possible faults and taints that effect to the taste of coffee. The coffee wheel is divided to four primary categories: external changes, internal changes, aroma taints and taste faults. These groups are again onwards divided into more specific taste characteristics. Faults and taints occur in coffee if something has gone wrong during the process; starting from the soil and growing conditions all the way to storage and roasting. Taster's personal preferences effect to the fact how the possible fault or taint will be experienced. However flavour faults are always unwanted and practically invariably displeasing. (Caspersen, 2012)

When sensory evaluation is applied to coffee there are several different test methods where to choose from depending on the aim of the evaluation. According to Touri (Touri 2014. Personal communication.), the difference of a human and an instrument in the evaluation situation is prominent. An instrument is able to tell things which can be measured out in numbers and thus the results can easily be compared. Whereas a human is able to describe how likeable and acceptable the evaluated products are. From the aspect of financial productiveness there would not be any use to produce products which would not fulfill the before mentioned attributes of likeability and acceptability. Therefore the value of sensory evaluation is essential.

As an example of what kind of test methods are used in the sensory evaluation of coffee, Touri (Touri 2014. Personal communication.) gives some examples. The first method has to do with arriving coffee. When a new shipment of green coffee arrives to the case company, it will be evaluated. The object of sensory evaluation of arriving green coffee is how homogeneity the shipment is. To achieve the set object, ten cups of coffee is prepared from the shipment and tasted in rather fast pace. In that way the flavour of the previous cup stays in taster's mouth and the next cup can better be compared to it. As an outcome possible differences and flavour faults between the cups can be perceived.

Another test method used has to do with recipe adjustments. Changes in recipes are usual since there are multiple factors which may cause these changes. These factors can be changes in circumstances in coffee's growing countries which effects to the availability of the ingredient or problems in the transportation such as strikes. The object is to find out how many and what kind of adjustments can be done to the recipe, without causing too notable difference between the original and the new end product. The evaluation situation is actualized by preparing three cups of coffee; two cups of coffee done with the original recipe and one cup of coffee done with the modified recipe. For not knowing which one of the three

cups is the one with modified recipe, the aim is to find out if the difference between recipes can be perceived. (Touri 2014. Personal communication.)

The sensory testing facility and environment where sensory testing takes place may have a considerable influence to the opinions and responses of the tasting team. The environment needs to be as neutral as possible; all the outside influences and irritants should be eliminated. This means that things such as lighting, placement of furniture, sample size and serving procedure, noises, odors and temperature needs to be taken into account. Depending on the object of the evaluation, the situation can take place in a common evaluation area where the team of tasters can work simultaneously or in evaluation booths where the tasters cannot see the other members of the team. (Lawless & Heymann 2010, 59-62)

At the moment the case company has a taste team of seven persons. Touri (Touri 2014. Personal communication.) explains that it is advisable that the tasters follow 'good manners'. When the work of the team is based on their senses, it can be said that the sense of taste is the requirement and instrument to work with. Therefore they should avoid things such as strong flavours, smoking and alcohol which could effect to senses in a negative way. On the contrary the sense of taste can also be improved. As a starting point each person has a certain level of sensibility when it comes to the sense of taste. Senses can be trained but it takes perseverance and preferably day-to-day training. And still not all can develop to be excellent tasters.

5 Situation before the project

The inspiration and need for the new form that could be used when ordering catering services and to the improvement of the service concept took shape from the two already existing forms that can be found in Appendix4 and Appendix5. Basic information of the situation of ordering and delivering catering services before the project was provided by the case company. Additional information was needed in order of gaining in-depth understanding of the situation, including both possible positive as well as negative aspects. Therefore the service design method of group interviews was put to use. Group interviews were executed as informal semi-structured interviews; the target of the interview was clear to interviewees and with the help of key questions the discussion could be guided. The group size was kept small and participants of the group interviews were employees of the case company as well as the personnel restaurant.

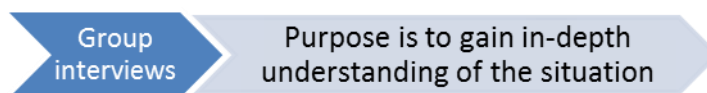


Illustration3: Service design method of group interviews and its purpose in the project.

Illustration3 shows how the method of group interviews is used in the first phase of the project and for what purpose.

According to the personnel restaurant only few persons in the case company used the existing forms when ordering catering services. The rest of the orders were send via e-mails. For the orderer, who is at the same time the service user, e-mail might sound like a fast way to order catering services. In the reality it might take several e-mails to get the order in that shape that it could be carried out. Often the first e-mail send by the orderer lacks some relevant information, such as cost center, foodstuff restrictions or diets, location of the meeting or number of participants. The orderer might order just “something sweet” to eat and coffee in general, leaving decision making to the personnel restaurant; this may lead to situations where the delivered catering service does not meet the expectations of the orderer.

On the other hand the problem from personnel restaurant’s perspective is that e-mail orders often stretch to long thread of messages. In that case the personnel restaurant needs to write a clarification of the order and print the long e-mail conversation so that it can be attached as an attachment to the order. This is time consuming but otherwise it is possible that the content of the order might have been clear to the person who received it, but the person who later executes the order might misunderstand the content.

Another challenge what occurs in the catering service is that the ordered food does not compliment the chosen coffee or vice versa. In a long run this might have negative effects to the case company and their brands, while the products are in these cases not presented at their best. There are three things that can cause this aforementioned challenge. Firstly even though the employees of the case company are familiar with company’s coffee products, it is challenging to choose a complimentary food for the chosen coffee. The lack of knowledge in these situations might end up in unattractive taste combinations and may even decry their own products. Secondly the person who makes the order can order a specific food along with coffee in general. These situations are not ideal, while the responsibility of successful taste combination passes on to the personnel restaurant. The third possibility is that in the already existing forms the names of the food items may mislead the choice of the orderer. If the name of the food is for instance “plain coffee bread of the day”, it can be a different product each time. Therefore it is a matter of pure luck if the chosen coffee will be suitable for the plain coffee bread of that day.

Another circumstance that can have an effect on how the case company's products are experienced, is when the time of the day when the meeting takes place is not been taken into account. It is commonly known that for instance the degree of roast should be considered according to the time of the day. If the meeting takes place in the morning it is advisable to offer coffee with lighter degree of roast and vice versa coffee with darker degree of roast may be better to offer after the noon. The same applies when choosing the food. It is advisable to consider if the participants prefer to have sweet or salty eatables at that time of the day. In some cases it can be presumable that the participants have just eaten lunch or they might have had to pass it due meeting's point in time.

When the orderer does not use a form to make the order, the wanted food can basically be whatever comes to the mind of the orderer. As a positive consequence the variability of the served foods can be more encompassing. On the other hand it can have also negative consequences to both to the orderer and to the personnel restaurant. When the orderer has freedom to order so to speak "outside of the list", it is possible that these foods cannot be delivered. Thus the customer disappoints and a new order needs to be done. From the perspective of the personnel restaurant the situation is not ideal either; it is difficult for the personnel restaurant to try to anticipate what ingredients need to be ordered and kept in the storage. Certainly as a service provider they would always like to meet the desires of the customer, but it is difficult to try to commit to deliver first-class catering services when the possibilities to prepare are limited.

6 Portfolio of products used in the project

All of case company's filter coffee products and cold ready-to-drink coffee beverage Frezza that are sold in retail trade as well as resell tea brand Just T, wanted to be used in this project. Below can be found these thirteen filter coffee products which are grouped in five groups according to the roast level as well as Frezza and Just T brands. Next to the pictures of the coffee packages is listed a short taste description and other relevant information of the product.



Illustration4: Roast level 1 coffee blends Juhla Mokka and Presidentti. (Paulig Group b No date)

Illustration4 visualizes the roast level as well as the external appearance of the case company's products Juhla Mokka and Presidentti.

These coffee blends are the oldest brands of the case company. Finland's most popular coffee brand Juhla Mokka is a combination of coffees from Brazilia, Columbia, Middle America and Africa. The taste is described to be well-balanced, full-bodied, acid and rich in nuances.

Presidentti is a combination of wide range of coffees, including coffees from Kenya and Ethiopia. The taste is described to be strong, aromatic and classic. Both of the products are 100% Arabica.



Illustration5: Roast level 2,5 coffee blend Juhla Mokka Dark Roast and roast level 2 coffee blends Presidentti Gold Label and Brazil. (Paulig Group b No date)

Illustration5 visualizes the roast level as well as the external appearance of the case company's products Juhla Mokka Dark Roast, Presidentti Gold Label and Brazil.

Roast level 2 products are Presidentti Gold Label and Brazil. Juhla Mokka Dark Roast is a darker roast version of the original Juhla Mokka and has the roast level of 2,5. This coffee blend is made from the same selection of coffees than Juhla Mokka, but with different rate of coffees. The taste is described to be rich in nuances, lingering and toasty.

Presidentti Gold Label is a coffee blend made from wide range of coffees, including coffees from South and Middle America as well as from Africa and Papua New Guinea. Characteristic flavour comes from coffee grown in Antigua, Guatemala. The taste is described to be rich of aroma, straight and fruity.

Brazil is a coffee blend which is close to merely made from Santos coffee beans, grown in Brazil. The taste is described to be well-balanced, soft and honeyed. This coffee blend is UTZ Certified. All of the products in this roast level group are 100% Arabica.



Illustration6: Roast level 3 coffee blends Presidentti Dark Roast and Mundo. (Paulig Group b No date)

Illustration6 visualizes the roast level as well as the external appearance of the case company's products Presidentti Dark Roast and Mundo.

Presidentti Dark Roast is a darker roast version of original Presidentti. This coffee blend is made from the same selection of coffees than Presidentti, but with different rate of coffees. The taste is described to be lingering, chocolaty and luscious.

Mundo is a coffee blend which is made from wide range of coffees, including coffees from South and Middle America. Characteristic flavour comes from coffee grown in Kenya. The taste is described to be well-balanced, full-bodied and it has dark sugar in the flavour. Mundo is Fairtrade and Organic certified. Both of the roast level 3 group products are 100% Arabica.



Illustration7: Roast level 3 single origin coffees Colombia, Kenya, Mexico and Papua New Guinea. (Paulig Group b No date)

Illustration7 visualizes the roast level as well as the external appearance of the case company's products Colombia, Kenya, Mexico and Papua New Guinea.

In these four single origin coffees, the coffee beans used in the coffee are from the same country as the name of the product. Therefore these coffees have characteristic features due to the climate, soil and other growing conditions of the area. The taste of Colombia is described to be well-balanced, soft and it has nut in the flavour. This single origin coffee is Fairtrade and Organic certified. The taste of Kenya is described to be aromatic, lively, and acid. This product has also cassis in the flavour. This single origin coffee is UTZ Certified. The taste of Mexico is described to be well-balanced, sweet and it has roasted almond in the flavour. This single origin coffee is Fairtrade and Organic certified. The taste of Papua New Guinea is described to be fruity, rich and it has roasted cocoa and mango in the flavour.



Illustration8: Roast level 4 coffee blend Presidentti Black Label. (Paulig Group b No date)

Illustration8 visualizes the roast level as well as the external appearance of the case company's product Presidentti Black Label.

Presidentti Black Label is a coffee blend which is made from wide range of coffees, including coffees from South and Middle America as well as from Africa. Characteristic flavour comes from coffee grown in Sidamo, Ethiopia. The taste is described to be intensive, sturdy and it has dark cocoa in the flavour. This product is 100% Arabica.



Illustration9: Roast level 5 coffee blend Parisien. (Paulig Group b No date)

Illustration9 visualizes the roast level as well as the external appearance of the case company's product Parisien.

Parisien is a coffee blend in which are used both Arabica and Robusta coffee beans, generating more continental flavour. The taste is described to be dark, toasty, and aromatic. This product also has tobacco in the flavour. This coffee blend is UTZ Certified.



Illustration10: Four flavors of cold coffee drink Frezza (Paulig Group b No date) and resell tea product Just T (Just T No date).

Illustration10 visualizes the external appearance of the case company's product Frezza and one of the logos of Just T.

Frezza is a ready-to-drink cold coffee. At the moment Frezza has four different flavours: Frezza Latte, Frezza Mocca, Frezza Vanilla and as a newest addition Frezza Forte. Just T is a tea brand which belongs to German company Lifebrands Natural Food GmbH and the brand is currently part of the product range of the case company. As an exception Just T is available in Finland at the moment only for HoReCa customers.

7 Implementation process and gained benefits

The new form is designed to be used when case company's employees need catering services from their personnel restaurant Fazer Amica. Catering services are needed in meetings and

events in which the participants can be people only inside from the case company or people from the case company and their customers. The function of the new form is to ensure that the service process of ordering catering services is user friendly as well as to ensure that the ordered products fulfill consumers' expectations. The original new form in Finnish can be found in Appendix6 and English translation in Appendix7. In addition to the situation of the case company, one essential part is the usage of their own products in the catering services. Both the case company and their brands have a good reputation among their customers. This is why it is important to take advantage of the opportunity to get visibility to the products. The case company's products can be presented and served to the employees and before all to their customers in optimal circumstances; the preparation and processing of the products as well as the display is done according to case company's wishes.

The method of co-creation was used when the new ideas and development aspects were listed. Based on the challenges caused by the old ordering forms and the low utilization rate of them, it was clear that the new form should outweigh the challenges mentioned in the previous chapter. As a starting point one significant factor what the new form should fulfil is that case company's products would be presented in ideal circumstances. Therefore case company's already existing concept of taste pairs was put to use in the new form. All the retail trade filter coffee products are now found in the new form, paired with either salty or sweet complimentary food. Due the fact that coffee is case company's premier product, the wide range of taste pairs are listed coffee first.

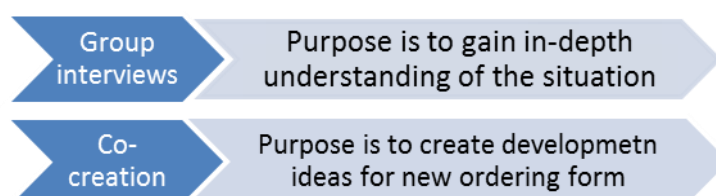


Illustration11: Service design method of co-creation and its purpose in the project.

Illustration11 shows how the method of co-creation is used in the second phase of the project and for what purpose.

For the purpose of minimizing possible confusions, the foods of the taste pairs are named in an accurate way. As an example instead of ordering "cake" from the old form, in the new form can be found more accurate designations such as "cheese cake" or "tosca pie". So when the customer orders something from the new form, there is no second guessing what will be received. After the name of the taste pair can be found more specific information of the food in brackets. For some foods there can be limit of how many pieces of that food will be made for each person. Brackets with smaller font size are meant for diet information; gluten, lactose and possible allergens are marked with abbreviations. Hence it is easier to cater to customers with possible diets and food allergies.

The form is divided into smaller sections so that the usage of it would be simple. These sections are color coded in the following way: orange section is recommendation taste pairs for forenoon, blue section is recommendation taste pairs for afternoon, green section is seasonal taste pairs and brown section contains other drinks and deliverables. This does not mean that taste pair for morning meetings could not be ordered from the afternoon section or vice versa. The aim of the different sections is to offer support and recommendations to the orderer; thus making the usage of the form and decision making as effortless as possible.

Choosing the taste pairs to the form was a step by step process carried out still as co-creation. As mentioned before all the thirteen case company's retail trade filter coffee products wanted to be presented in the form. The case company has taste pair service at their web pages and approximately half of the taste pairs were found by using that service. Other half needed to be discovered by using sensory evaluation. For those coffees that did not have suitable taste pair found from the service, a pair was search from Fazer's products. One to four foods were tested for each coffee at a time. Usually the test group was three to five persons and all opinions about taste combinations were in-line. Not each time complimentary combinations were found, but even that was valuable information that could be used when choosing next foods for sensory evaluation.

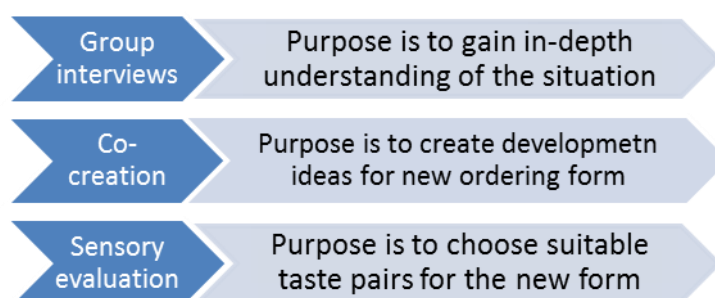


Illustration12: Service design method of sensory evaluation and its purpose in the project. Illustration12 shows how the method of sensory evaluation is used in the third phase of the project and for what purpose.

A few changes were also made to the appearance of the form. Perhaps the most noticeable change is the new color of the form. There are three main reasons behind the idea of adding color to the form. Firstly the four colors used in the form are the same colors than in the logo of Paulig Group. By using the colors of the organization is meant to reflect equality within the company; the form is designed to be used by all the employees of Paulig Group. Secondly, the colors help the user to separate the four different sections of the form. And lastly the colors make the form more appealing to the user. In addition the logo of Paulig Group was added to the upper corner of the form.

Other changes were made to the top part of the form. On the white background in the new form can be found the basic information what the orderer needs to fill. As a co-creation together with the employees of the case company and the personnel restaurant, it was made sure that by filling the basic information section of the form both parties would gain all the relevant information. This phase of co-creation was important, while if the purpose of the basic information section would not pencil out, it would have an undesirable effect to how the service would be experienced. As an addition to Gustav Paulig Ltd and Paulig Group, Santa Maria Finland Ltd was added as a third customer company. In the form Santa Maria Finland Ltd stands for Paulig Groups division of World Foods and Flavouring; Santa Maria is the biggest brand of World Foods and Flavouring division. This is one more way to pay attention to the equality among the organization. As a next change personnel restaurant's recommendation and wish, that they would receive the orders three weekdays before the meeting takes place, was added to the form. This enables the personnel restaurant to prepare everything needed on time.

A convenient way to get an accurate general view of the entire service was to use service blueprint as a tool. Service blueprint that illustrates what happens between the customer's need for catering services and receiving an invoice of the service can be found in Appendix3. Service blueprint demonstrates all the actions and support systems that need to be taken into account in order that the ordering form would be functional and entire service high-performance.

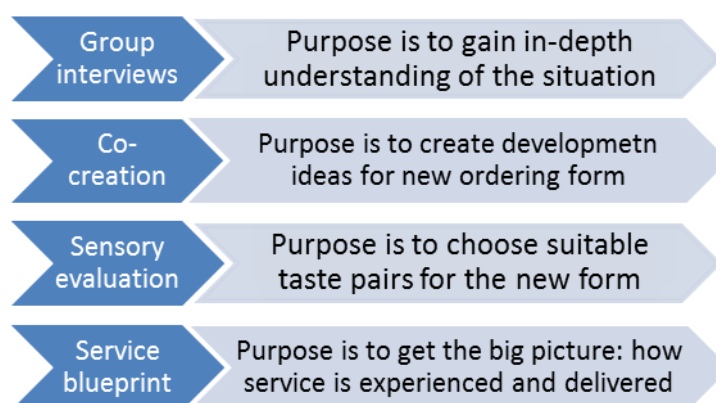


Illustration13: Service design method of service blueprint and its purpose in the project. Illustration13 shows how the method of service blueprint is used in the fourth phase of the project and for what purpose.

The finished form was placed in case company's intranet pages. The employees of the case company were familiarized to the new form by creating an initialization text of the form to company's intranet pages. The idea behind the text was to present the new form and emphasize its user-friendliness. Instructions how to use the form in a time efficient way was also

offered by elucidating how the form can be sent to personnel restaurant directly from Microsoft Word program by using the quick access tool bar feature. The original initialization text from case company's intranet pages can be found from Appendix 8.

All in all the new ordering form brings forth several benefits. These benefits are not only for the service user but also to the entire organization and to the personnel restaurant. Due to the new form ordering catering services from the user's point of view is more efficient and user-friendly than before. Choosing the most suitable taste pair to the meeting is easy due to the forenoon and afternoon recommendations as well as due to the informed diet information. The service user can rely on the existing taste pairs and be confident that the taste combinations are always suitable. Attention was also paid to the user's usage of time by offering aforementioned instructions of how to send the form directly after filling it up; by using quick access tool bar feature there is no need to first save the form and then adding it as an attachment to the e-mail.

From the organization's perspective the new form has two meaningful benefits. Firstly the form is made to the entire Paulig Group. Usage of the logo and colors of Paulig Group reflects equality among the employees within the organization. Secondly all the thirteen retail trade filter coffee products, cold coffee drink Frezza and resell tea product Just T are well presented in the form and thus increasing the positive image of the products. From the point of view of the personnel restaurant the meaning of the new form is also significant. By knowing the foods that are included to the form they can anticipate what will be ordered. The personnel restaurant is committed to keep those foods in storage and consequently prepared to prepare ordered taste pairs with short notice. All the chosen food products are frozen products which also lengthens the self-life. The new form optimizes also personnel restaurant's usage of time; personnel restaurant will gain all the needed information in the received form. Therefore there is no need to send several e-mails to settle what the order will contain and to get to know all the needed basic information.

8 Follow-up of the form usage

The new ordering form was taken into use in the end of October 2015. For being able to make analysis about how well the new form is put to use, opinions about it and the utilization rate, a follow-up of the form usage needed to be done. Enough long timeframe for the follow-up is important while number of orders what personnel restaurant receives in a week or month cannot be predicted. Chosen timeframe for the follow-up was from 1st of November until 11th of December. This designates altogether forty-one days. During this time period 174 orders for catering services were done, but only 20 of them were done by using the new ordering form. The utilization rate of the new form is only 11,49% and thus lower than expected.

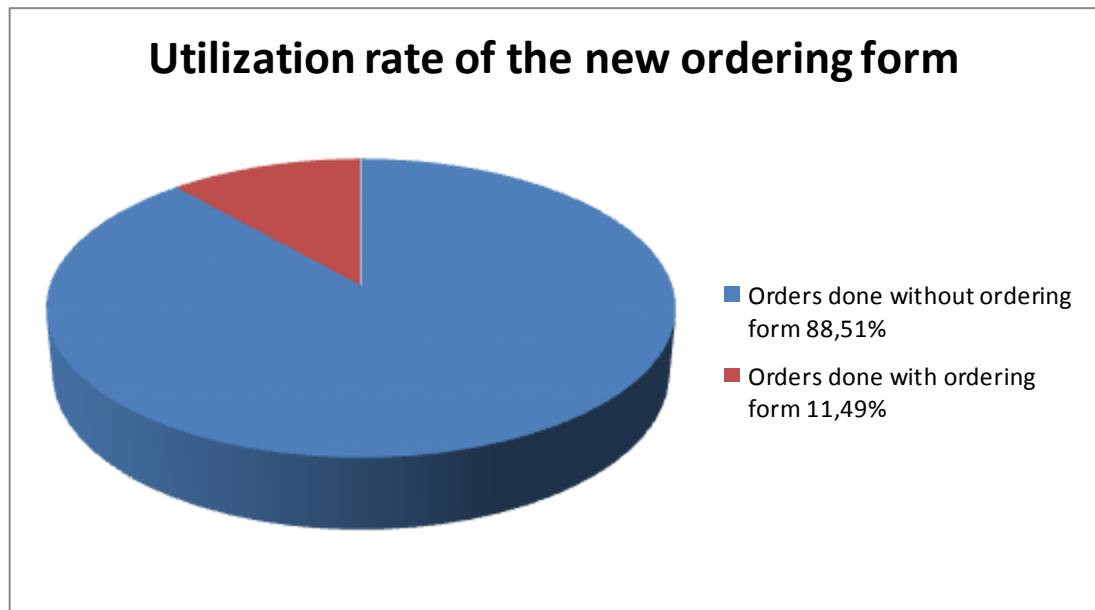


Figure3: Utilization rate of the new ordering form.

Figure3 illustrates how many orders were done with and without the new ordering form.

Since the utilization rate of the form was much lower than expected, it was necessary to find out the reasons behind it. Simultaneously when finding out reasons why the new form was not use, feedback from persons who had used the form would be interesting to get. In order to get as truthful answers from both, service design method of contextual interviews was used. Grounds for choosing this method were clear; contextual interviews provide the possibility to discuss with service users in their own environment and keep the atmosphere still casual.

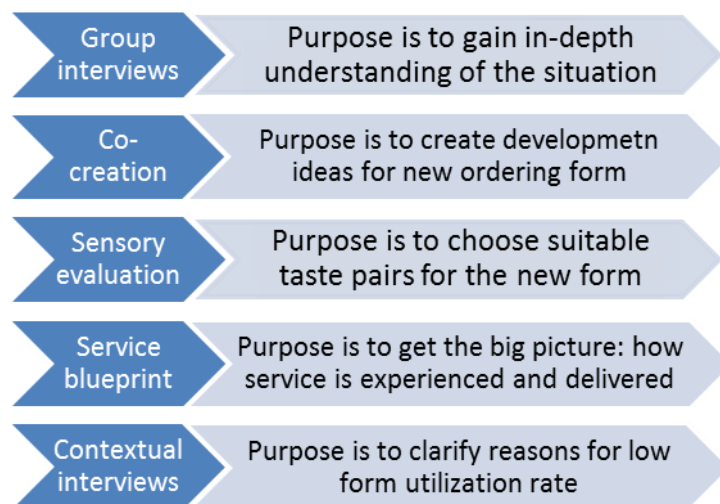


Illustration14: Service design method of contextual interviews and its purpose in the project. Illustration14 shows how the method of contextual interviews is used in the fifth phase of the project and for what purpose.

There were several reasons discovered why the new form was not used. First problem was challenges in internal communication. Even though initialization text about the new ordering form was done and placed to case company's web pages, it stayed there only for few days. When enough new information was placed to the web page the older news disappeared from sight. This unfortunately means that most of the employees did not see the initialization text at all. Second problem was the location of the form in the intranet pages. Some employees, who had seen the initialization text and would have wanted to use the form, were not able to find it easily enough from intranet pages.

Other issue that reflected to the usage of the form was the level of information technology skills. Even if the initialization text about the form and the instructions how to use quick access tool bar were tried to make as easily understandable as possible, some of the employees had not assimilated how the form could be directly send to the personnel restaurant. When thinking that the form should first be saved on a computer and only then sent as an attachment of an e-mail, they decided not to use the ordering form at all. Second problem when it comes to information technology skills was the usage of text areas in the form. Text areas were believed to be too small for all the information what would have wanted to write in it. Not all of the users were aware, that even if placed in a form, the text area would stretch as any other text area.

One situation when the new ordering form fails to serve its users is when there is a need to order bigger entities or lunches. Some of the employees of the case company told that in these situations the form was no use even if they would have wanted to make the order by using it. Same circumstance recurs when food is needed to one meeting or event, but in several point in times. In this case the ordering form is experienced by the user to be an impractical tool.

Feedback what was received from the form users was favorable. The users were pleased that due the ready-made taste pairs and recommendations they did not have to think about taste combinations when ordering. Therefore usage of the form was convenient and did not consume their time. And most of all they have had only positive experiences of the outcomes when catering services were ordered by using the new ordering form. All in all the follow-up of the form usage resulted in valuable feedback both negative and positive.

9 Further development ideas

As a continuum to the follow-up of the form usage and the feedback gained from contextual interviews, some development ideas for the future of ordering form and concept of ordering catering services in the case company could be highlighted. These ideas and suggestions are not yet put into practice but they could result in better end-user experience and enhance the work of the service provider.

The importance of internal communication should be emphasized. In contextual interviews it came clear that not all of the employees were even aware of the existence of the new ordering form. Perhaps another channel could be chosen inside of the case company that could back up internal communication through intranet pages. In order of the message being more personal, a face-to-face situation or event could be chosen for new form bulletin. Another prominent matter that led to undesirable utilization rate of the form was the location of the form in intranet pages. The form could be placed in more visible location. Consequently less mouse clicking would be required and the form would be more easily available for users.

By creating a separate form for lunch orders, same benefits from service user and service provider perspectives could be gained than by using the other form. If the selection of possible lunch assortment would be available for the service users, it would make the ordering process more efficient and user-friendly. Also the benefits from service provider's perspective would be the same; by using a form when ordering lunch as a catering service it would optimize personnel restaurant's usage of time and make the preparation easier.

Good product visibility was gained for all thirteen retail trade filter coffee products as well as to cold coffee drink Frezza. Visibility for resell tea product Just T could however still be developed. By providing Just T tea selection and hot water to each meeting instead of ready-made pot of tea, the result of the brand image could be more positive. In case of having a selection of tea available for the customers, they could choose themselves which of them to use but above all also see the wider range of tea flavours available from this specific tea brand. Any situations were possible customers could connect with the brand should not be wasted.

It could also be taken into account that in the future when ordering catering services the usage of the form could be demanded. The challenge of this development suggestion is that an authority is needed to be chosen for this purpose. It is understandable that this responsibility is difficult to give to the personnel restaurant, while in the end they are working for the case company. Therefore the authority would be recommended to be chosen from case company's side.

10 Conclusion

The purpose of this thesis was to illustrate how service design could be used as a tool to optimize catering services. In addition the topic was examined from the point of views of the service user, service provider and organization. As a conclusion it can be said that service design is more than a suitable tool to be used in this type of studies. In this specific case service design was used as a tool to rather develop and the already existing concept of ordering and providing catering services. But even if the need is to create entirely new service and service

concept related to the same topic, service design as a tool would offer valuable information and innovation.

All things considered this project carried out the three main objectives of this thesis. By using the new ordering form the service experience will result in a desired end-user experience, the production and delivery of catering services is optimized as well as positive image and visibility for the organization gained. Requirement for these aforementioned objectives to be fulfilled also in the future is the fact of how up-to-date the ordering form will kept. Even though the form was designed to be easily updated and developed; one of the three parties, service users, service provider or organization, would have to take responsibility of the task.

Perhaps one of the biggest challenges during this project was to try changing service user's behavioral patterns and habits. In some situations the general opinion was that if there even is a need to change things what have been done in certain way for a long time. But in the end the development done to the entire service process resulted in essential benefits for service user, service provider and organization. Other matter what was not considered enough in the beginning of the project was the internal communication and its importance in organizations. The fact that not enough attention was paid for internal communication, effected for its part to the undesirable form usage utilization rate in the follow-up phase. On the other hand the results from the follow-up of the new ordering form led to further development ideas.

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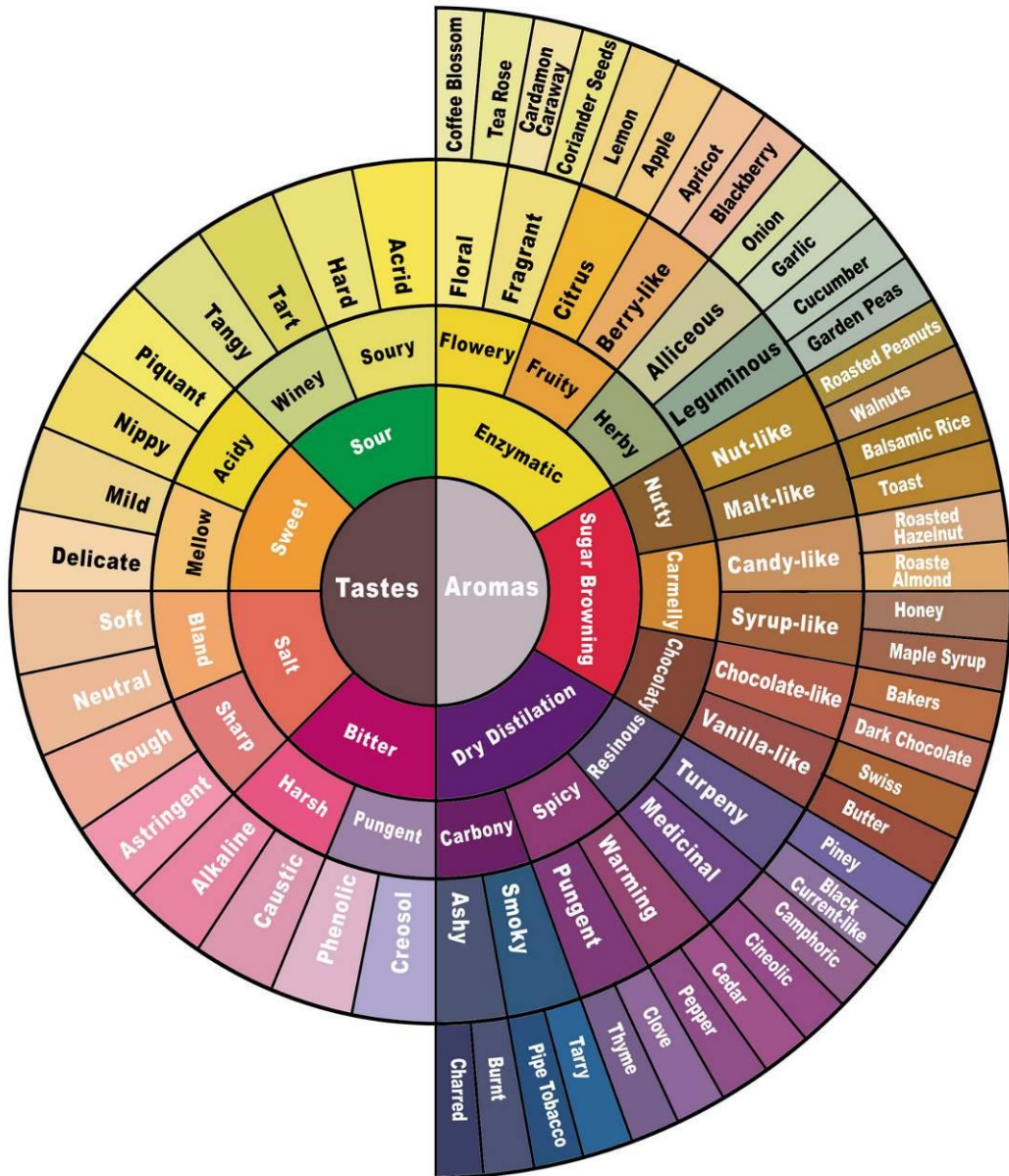
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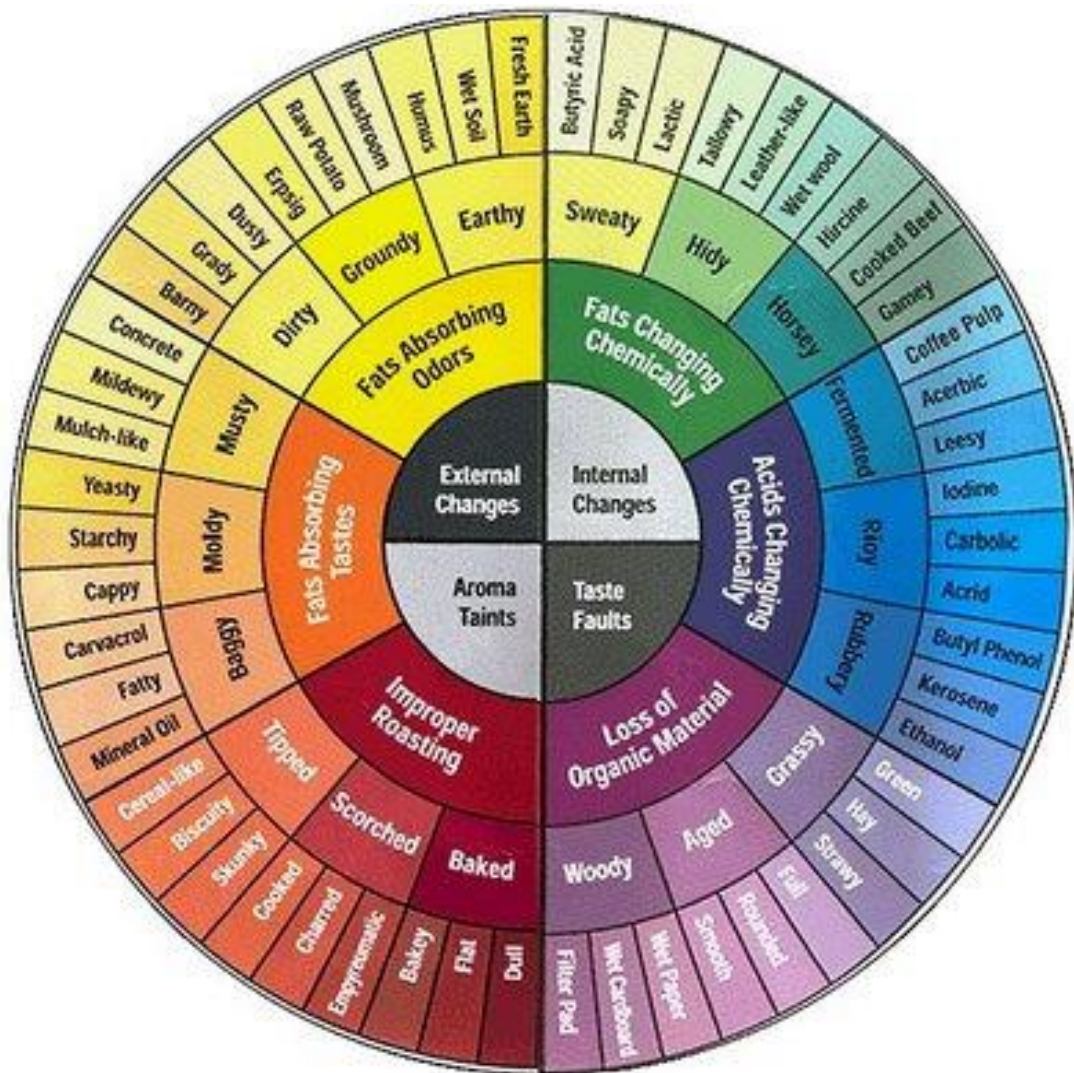
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Appendix1: Coffee aroma and flavor taste wheel



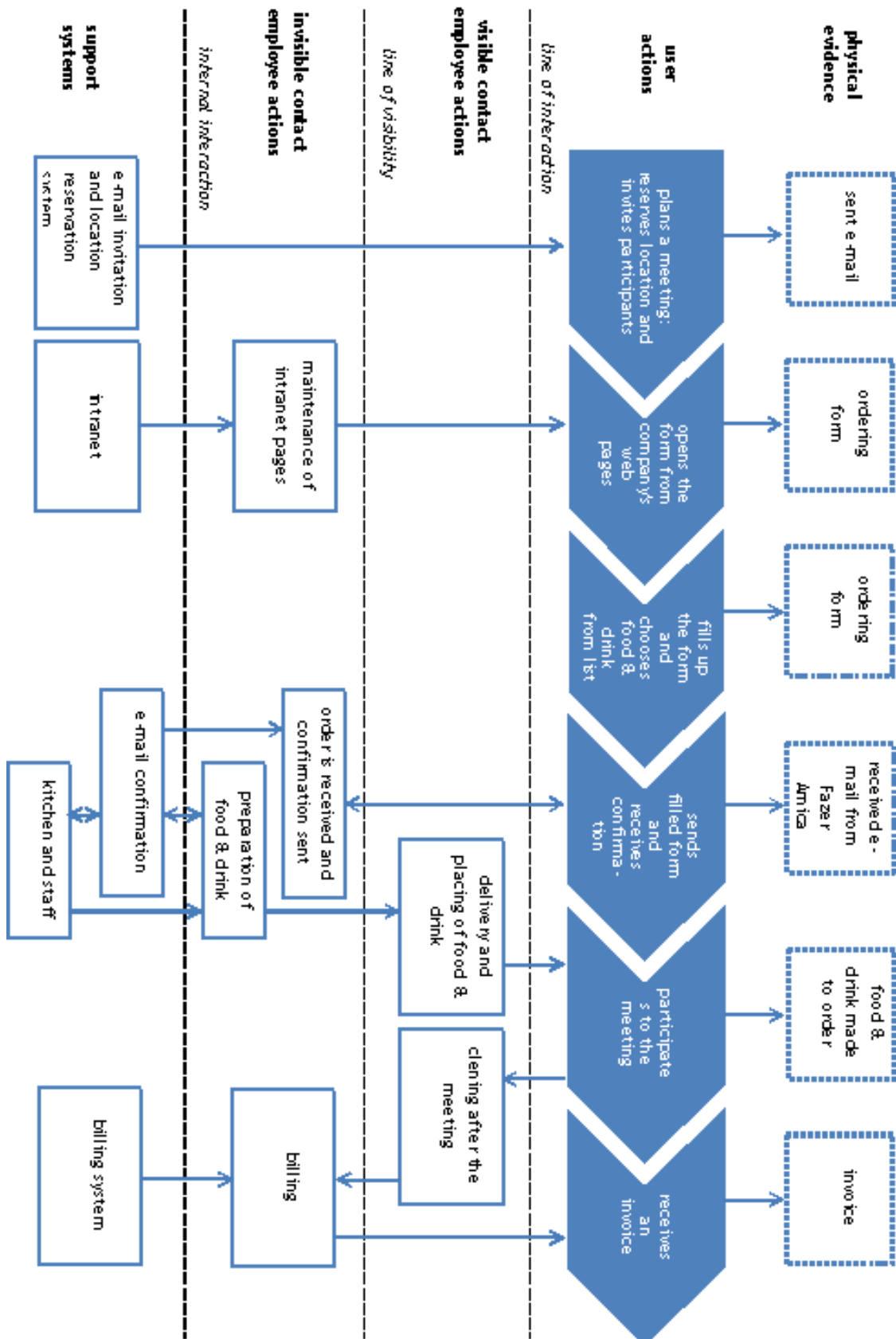
(Coffee Snobs, 2011)

Appendix1: Coffee taints and faults taste wheel



(Philadelphia Cause Coffee No date)

Appendix3: Service blueprint of ordering catering services



Appendix4: Old ordering form 1

TARJOILUTILAUS

Ravintolan nro
2262Paulig
RavintolaNimi Paulig Ravintola
ravintola@paulig.com
paulig@amica.fi

Tarkenna laskutusosoite/kustannuspaikkanumero			
Tilaaja	Pvä	Klo	Henkilömäärä
Isäntä		Tarjoilupaikka	
Tarkenna tilaukseen lisätietoihin jos käytetään kultakuppeja (KK) ja mitä kahvia haluat tilaukseen. Tarjoiltuihin lounaisiin pyydä tarjous ravintolasta.			
Tuote (voit kirjoittaa valmiiden nimikkeiden päälle tarpeen mukaan)	Määrä	Lisätiedot	
Kahvi			
Tee			
Pieni voileipä/2 kpl/annos	4,47€		
Iso voileipä	5,70€		
Kabinetti sämpylä	2,89€		
Täytetty croissant	3,97€		
Croissant naturel	1,93€		
Suolanen piiraspala	4,47€		
Pieni makea	2,92€		
Päivän pulla	2,70€		
Leivos/kakkupala	3,71€		
Paulig leivos	3,56€		
Paulig leivos logolla	4,47€		
Tuoremehu annos	1,54€		
Kokous virvoke	2,97€		
Jäävesi			
Pilkotut hedelmät	3,45€		
Pikkuleivät (3kpl annos)	1,81€		
Konvehdit (3kpl annos)	2,63€		
Bebe/Macaron/kpl.	2,05€		
Makuparit 3 lajia	5,95€/hlö		
Lounasleipä	8,37€		
Ruokaisa salaatti & patonki	11,22€		
Lämmin piirakka & salaatti	10,39€		
Instituutti aamiainen (sis.mehun ja hedelmät)	6,44€/hlö		
Barista aamiainen	3,5€ / hlö		

Appendix5: Old ordering form 2

TARJOILUTILAUS 2262/Paulig Ravintola, puh. 040 721 1053, paulig@amica.fi

Asiakasyritys: <input checked="" type="checkbox"/> Oy Gustav Paulig Ab <input type="checkbox"/> Paulig Oy			
Tilaaja	Päivä	Klo	Henkilömäärä
Isäntä		Kustannuspaikka	
Tilaisuuden tarkoitus (viite laskuun)		Tarjoilupaikka	
Vieraat:			
Lisätiedot (erityisruokavaliot ym.):			
Tarkenna tilaukseen lisätietoihin jos käytetään kultakuppeja (KK) ja mitä kahvia haluat tilaukseen. Tarjoiltuihin lounaisiin pyydä tarjous ravintolasta. Keskustelemme mielellämme myös muista vaihtoehtoista.			
		Määrä	Lisätiedot
Juomat	Kahvi		
	Tee		
	Frezza		
	Tuoremehuannos		
	Kivennäisvesi		
	Kokousvirvoke		
	Jäävesi		
Suolaiset kahvileivät	Cocktailvoileipä/2 kpl/annos		
	Pieni suolainen		
	Pieni voileipä		
	Normaali voileipä		
	Iso voileipä		
	Lounasleipä		
	Kabinettisämpylä		
	Croissant, naturel		
	Täytetty croissant		
	Suolainen piiraspala		
Makeat kahvileivät	Pieni makea		
	Päivän pulla		
	Leivos/kakkupala		
	Paulig leivos		
	Paulig leivos logolla		
	Keksit (3kpl/annos)		
	Pikkuleivät (2kpl annos)		
	Bebe/Macaron/kpl.		
	Makuparit 3 lajia		
	Käsintehdyt konvehdit (2kpl/annos)		
	Paulig konvehti		
Muut	Pilkotut hedelmät		
	Ruokaisa salaatti & patonki		
	Lämmin piirakka & salaatti		
	Muu		

Appendix6: New ordering form

TARJOILUTILAUS 2262/Paulig Ravintola, puh. 040 721 1053, ravintola@paulig.com

Asiakasyritys: <input checked="" type="checkbox"/> Oy Gustav Paulig Ab <input type="checkbox"/> Paulig Oy <input type="checkbox"/> Santa Maria Finland Oy				
Tilaaaja:		Päivä:	Klo:	Henkilömäärä:
Isäntä:		Kustannuspaikka:		
Tilaisuuden tarkoitus (viite laskuun):		Tarjoilupaiikka:		
Vieraat:		Muuta (erityisruokavaliot ym.):		
Käytämme valkoisia kahvikuppeja, ellei toisin pyydetä. Kultakupit (KK) halutessasi, merkitse se tilauksen lisätietoihin. Tarjoiluihin lounaisiin pyydä tarjous ravintolasta. Lähetäthän tilauksesi ravintolaan kolme arkipäivää ennen tilaisuutta.				
		Määrä	Lisätiedot	
Suositus aamu-päivä	Parisien (café au lait) & croissant juusto/leikkele (klo10 asti) (VL, A)			
	Parisien (café au lait) & croissant marmeladilla (klo10 asti) (VL, A)			
	Juhla Mokka & vaalea rouhesämpylä (VL, A)			
	Juhla Mokka & vehnä-/voisilmäpulla (L)			
	Presidentti & tuulihattu kerma-hillo täytteellä (2 kpl/hlö) (VL, A)			
	Presidentti Gold Label & bruschetta (2 kpl/hlö) (VL, A)			
	Presidentti Gold Label & minimansikkabebe (2kpl/hlö) (VL, A)			
	Mundo & quiche lorraine (VL, A)			
	Mundo & omenapiirakka (A)			
	Brazil & pieni Vuoksen piirakka munavoilla (L, A)			
	Marja-rahkasMOOTHIE (L, G, A)			
Suositus iltapäivä	Juhla Mokka Tumma Paahto & feta-pinaattiquiche (VL, A)			
	Presidentti Tumma Paahto & ruisleipä (L, A) + mustikkatorrtu (A)			
	Presidentti Tumma Paahto & juustokakku (A)			
	Mundo & lounasleipä (L, A)			
	Colombia & minipähkinäbebe (2kpl/hlö) (VL, A)			
	Kenya & suklaakakku (VL, G, A) tai suklainen Paulig-leivos (L, A)			
	Mexico & toscapiirakka (VL, A)			
	Papua New Guinea & tiramisu (VL, A)			
	Tynni-banaanismoothie (L, G, A)			
Kausi-maut	Juhla Mokka Tumma Paahto & laskiaispulla (L, A)			
	Juhla Mokka Tumma Paahto & tippaleipä (VL, A)			
	Presidentti Tumma Paahto & rahkapulla (L, A)			
	Mundo & Runebergin torttu (VL, A)			
	Brazil & tähtitorttu (VL, A)			
Muut	Kahvi			
	Just T -tee			
	Jäävesi			
	Kivennäisvesi			
	Kokousvirvoke			
	Tuoremehuannos (omena)			
	Frezza			
	Presidentti Black Label & avec (konjakki tai likööri)			
	Papua New Guinea & avec (konjakki tai likööri)			
	Espresso + Paulig-suklaa (alle 6hlö:n ryhmät)			
	Pilkotut hedelmät (130g/hlö)			
	Muu			

Appendix7: English version of new ordering form

CATERING ORDER 2262/Paulig Restaurant, tel. 040 721 1053, ravintola@paulig.com

Customer company: <input checked="" type="checkbox"/> Oy Gustav Paulig Ab <input type="checkbox"/> Paulig Oy <input type="checkbox"/> Santa Maria Finland Oy				
Orderer:		Date:	Time:	Headcount:
Host:		Cost center:		
Purpose of the event (for invoice):		Location:		
Guests:		Other information (diets etc.):		
We use white coffee cups, unless otherwise requested. When gold cups are wanted, mark it to the further information part of the form. For served lunches ask offer from the restaurant. Please send order to the restaurant three weekdays before event.				
		Amount	Further information	
Recom- menda- tion forenoon	Parisien (café au lait) & croissant cheese/cold cuts (until 10 o'clock) (LL, AG)			
	Parisien (café au lait) & croissant with marmalade (until 10 o'clock) (LL, AG)			
	Juhla Mokka & light crushed grain bread roll (LL, AG)			
	Juhla Mokka & wheat/pat of butter coffeebread (LF)			
	Presidentti & profiterole with cream and jam filling (2pcs./pp) (LL, AG)			
	Presidentti Gold Label & bruschetta (2pcs./pp) (LL, AG)			
	Presidentti Gold Label & mini strawberry bebe (2pcs./pp) (LL, AG)			
	Mundo & quiche lorraine (LL, AG)			
	Mundo & apple pie (AG)			
	Brazil & small Vuoksi's pie with butter and boiled egg spread (LF, AG)			
	Berry quark smoothie (LF, GF, AG)			
Recom- menda- tion after- noon	Juhla Mokka Tumma Paahto & feta spinach quiche (LL, AG)			
	Presidentti Tumma Paahto & rye bread (LF, AG) + blueberry tart (AG)			
	Presidentti Tumma Paahto & cheese cake (AG)			
	Mundo & lunch bread (LF, AG)			
	Colombia & mini nut bebe (2pcs./pp) (LL, AG)			
	Kenya & chocolate cake (VL, G, A) or chocolaty Paulig-pastry (LF, AG)			
	Mexico & toska pie (LL, AG)			
	Papua New Guinea & tiramisu (LL, AG)			
	Sea-buckthorn banana smoothie (LF, GF, AG)			
Seasonal flavours	Juhla Mokka Tumma Paahto & shrove bun (LF, AG)			
	Juhla Mokka Tumma Paahto & funnel cake (LL, AG)			
	Presidentti Tumma Paahto & quark plain coffeebread (LF, AG)			
	Mundo & Runeberg's tart (LL, AG)			
	Brazil & prune jam pastries (LL, AG)			
Others	Coffee			
	Just T –tea			
	Ice water			
	Mineral water			
	Conference refreshment			
	Juice portion (apple)			
	Frezza			
	Presidentti Black Label & avec (cognac tai liqueur)			
	Papua New Guinea & avec (cognac tai liqueur)			
	Espresso + Paulig-chocolate (groups less than 6pers.)			
	Chopped fruits (130g/pp)			
	Other			

Appendix8: Form initialization text



Ravintolan kokoustarjoilulomake on uudistunut

Olemme yhdessä Pauligin Fazer Amican kanssa päivittäneet vanhan [kokoustarjoilulomakkeen](#). Uusi lomake on suunniteltu helpottamaan niin tilaajan kuin ravintolankin työtä, ja näin saamme laajan kahvivalikoimamme ja niiden makuparit hyvin esiin.

Kokoustarjoilulomakkeeseen on valittu aina saatavilla olevia valmiita suolaisia ja makeita makupareja. Valinnan helpottamiseksi on lomakkeeseen jaoteltu erikseen aamu- ja iltapäivään sopivia suositusmakupareja. Myös juhlapyhien suosikit löytyvät lomakkeesta. Kahvin mukana tulee myös pöytäständi, josta löytyy lyhyt makukuvaus kahvista.

Teethän tilauksen kolme arkipäivää ennen tilaisuutta.

Nautinnollisia hetkiä makuparien seurassa!

t. Paulig Instituutti ja Fazer Amica

ps. Saat kätevästi lähetettyä Wordissa täyttämäsi kokoustarjoilulomakkeen ravintolalle suoraan ohjelman pikatyökalurivistä (quick access toolbar). Näin lomaketta ei tarvitse erikseen tallentaa koneelle ja lisätä s-postiin liitetiedostoksi.

Oheisen kuvan mukaisesti pystyt helposti lisäämään sähköposti -kuvakkeen pikatyökaluriviin.

